

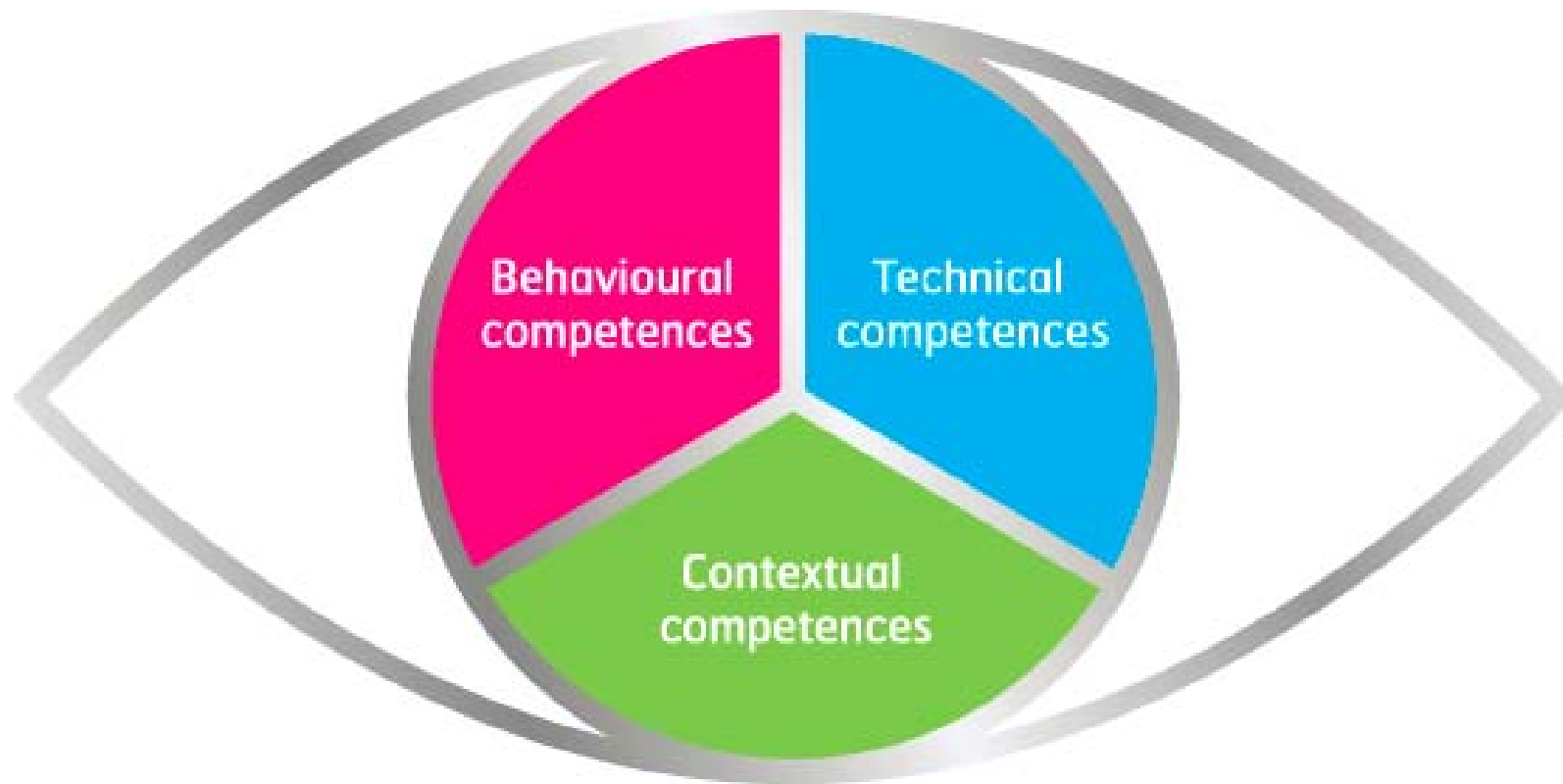
IPMA®

international
project
management
association

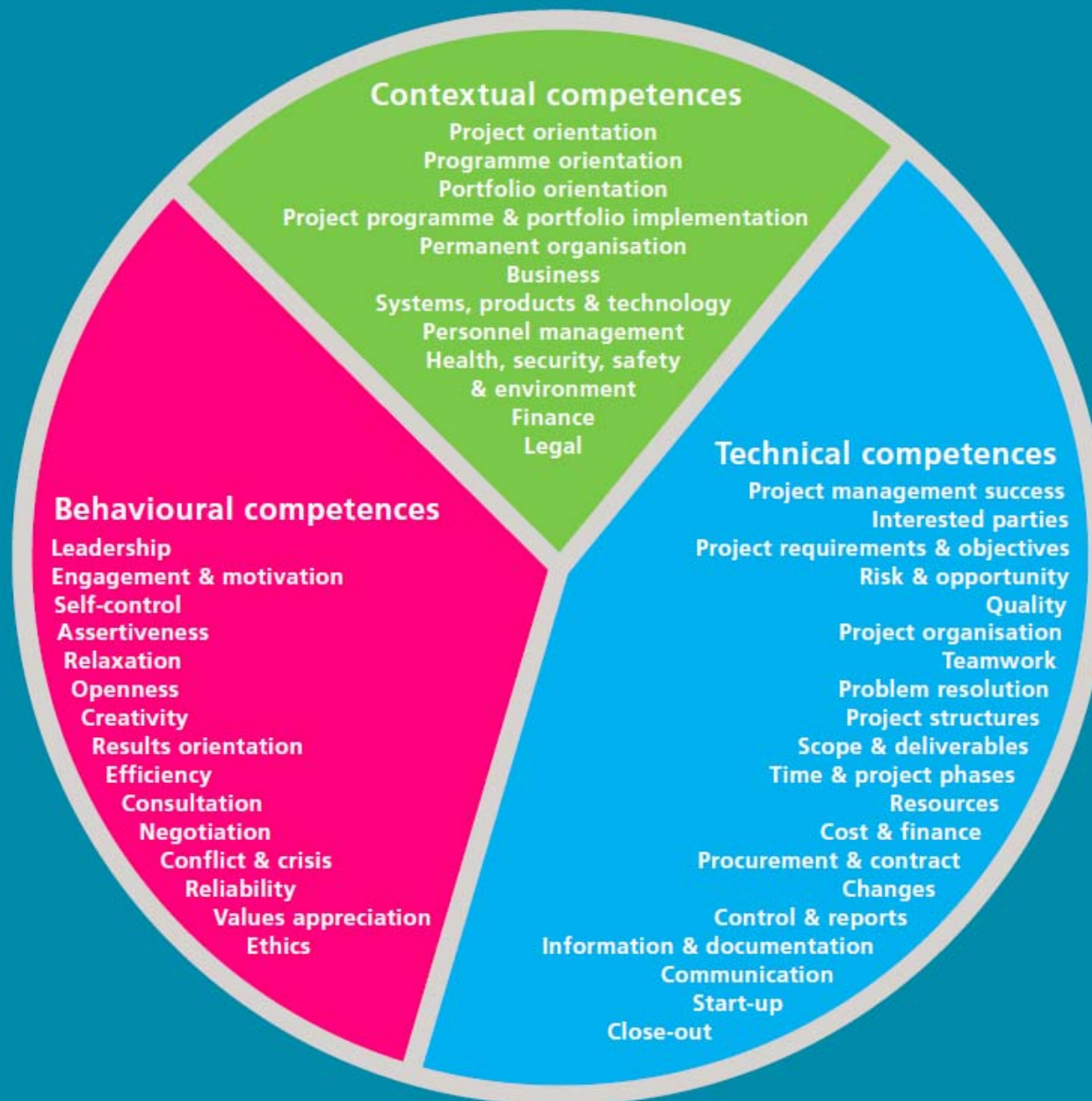
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IPMA Competence Baseline

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The Periodic Table of Project Management Competence Elements

IPMA PM Competence Element Groups <div> Contextual Competence Elements </div> <div> Technical Competence Elements </div> <div> Behavioral Competence Elements </div>										2.01 L Leadersh
3.01 P Project orientation								2.02 M Engagement & motivation	2.03 Sc Self-cont	
3.02 Pg Programme orientation	3.03 Pf Portfolio orientation						2.04 As Assertiveness	2.05 R Relaxation	2.06 O Opennes	
3.04 Pp Project, prog- ram & port- folio implemen.	3.05 Po Permanent organization	1.01 Ps Project management success	1.02 Ip Interested parties	1.03 Rq Project re- quirements & objectives	1.04 Ri Risk & opportunities	1.05 Q Quality	2.07 Cy Creativity	2.08 Ro Results orientation	2.09 E Efficiency	
3.06 Bu Business	3.07 Sa Systems, products & technology	1.06 Po Project organization	1.07 T Teamwork	1.08 Pb Problem resolution	1.09 Ps Project structures	1.10 Sd Scope & deliverables	2.10 Co Consultation	2.11 Ne Negotiation	2.12 Cc Conflict & crisis	
3.08 Pe Personnel management	3.09 Hs Health, secu- rity, safety, & environment	1.11 Tp Time & project phases	1.12 Re Resources	1.13 C Cost & finance	1.14 Cn Procurement & contract	1.15 Ch Changes	2.13 RI Reliability	2.14 Va Values appreciation		
3.10 Fi Finance	3.11 Le Legal	1.16 Cr Control & reports	1.17 In Information & documentation	1.18 Ca Communica- tion	1.19 Su Project startup	1.20 Cs Project closeout	2.15 Et Ethics	Based on IPMA's ICB® www.ipma.org		

IPMA

Table 2.1 *Project, Programme and Portfolio - main issues and differences*

	Project	Programme	Portfolio
The goal of a	is to produce deliverables	is to achieve strategic change	is to coordinate, optimise and align with strategy
Vision and strategy	are related through the business case of a project	are realised by a programme	are aligned to and monitored in the portfolio
Business benefits	are largely excluded from a project	are largely included in a programme	are largely excluded from the portfolio
Organisational change	is often excluded from a project	is usually included in a programme	is excluded from the portfolio
Time, costs	are defined in the business case and are manageable in a project	are roughly defined within the strategy; are broken-down to individual projects within the programme	are based on priorities and strategic targets in the portfolio

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Project Management Certification



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3.1.1 IPMA Level A

Table 3.1 *Role of the projects director and IPMA Level A requirements*

IPMA Level A Certified Projects Director	
Has at least five years of experience in portfolio management, programme management or multi-project management, of which three years were in responsible leadership functions in the portfolio management of a company / organisation or a business unit/ or in the management of important programmes.	<i>Entry requirements</i>
Shall be able to manage portfolios or programmes.	Core competence
Is responsible for the management of an important portfolio of a company / organisation or a branch thereof or for the management of one or more important programmes.	<i>Additional requirements</i>
Contributes to strategic management and makes proposals to senior management. Develops project management personnel and coaches project managers.	
Develops and implements project management requirements, processes, methods, techniques, tools, handbooks, guidelines.	

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3.1.2 IPMA Level B

Table 3.2 *Role of the senior project manager and IPMA Level B requirements*

IPMA Level B Certified Senior Project Manager	
Has at least five years of project management experience, of which three years are in responsible leadership functions of complex projects.	<i>Entry requirements</i>
Shall be able to manage complex projects.	<i>Core competence</i>
Is responsible for all project management competence elements of a complex project.	<i>Additional requirements</i>
Has a general management role as manager of a large project management team.	
Uses adequate project management processes, methods, techniques and tools.	

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3.1.3 IPMA Level C

Table 3.3 *Role of the project manager and IPMA Level C requirements*

IPMA Level C Certified Project Manager	
Has at least three years of project management experience. Is responsible for leadership functions of projects with limited complexity.	<i>Entry requirements</i>
Shall be able to manage projects with limited complexity and/or to manage a sub-project of a complex project in all competence elements of project management.	<i>Core competence</i>
Is responsible for managing a project with limited complexity in all its aspects, or for managing a sub-project of a complex project.	<i>Additional requirements</i>
Applies common project management processes, methods, techniques and tools.	

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3.1.4 IPMA Level D

Table 3.4 *Role of the project management associate and IPMA Level D requirements*

IPMA Level D Certified Project Management Associate	
Experience in the project management competence elements is not compulsory; but it is an advantage if the candidate has applied his project management knowledge to some extent already.	<i>Entry requirements</i>
Shall have project management knowledge in all competence elements.	<i>Core competence</i>
Can practice in any project management competence element. May work in some fields as a specialist.	<i>Additional requirements</i>
Works as a project team member or a member of the project personnel.	
Has broad project management knowledge and the ability to apply it.	

Table 3.5 Universal IPMA Four-Level-Certification system (2005)

Title	Capabilities	Certification Process			Validity	
		Stage 1	Stage 2	Stage 3		
Certified Projects Director (IPMA Level A)	Competence = knowledge, experience	A	Application, Curriculum vitae, project list, references, self-assessment	Projects director report	Interview	5 years
Certified Senior Project Manager (IPMA Level B)		B		Project report		
Certified Project Manager (IPMA Level C)		C		Written exam. Options: work-shop, short project report		
Certified Project Management Associate (IPMA Level D)	Knowledge	D	Application, Curriculum vitae, self-assessment	Written exam		not limited option: 10 years

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Table 3.11 *Overview of the competence elements*

1. Technical competences	2. Behavioural competences	3. Contextual competences
1.01 Project management success	2.01 Leadership	3.01 Project orientation
1.02 Interested parties	2.02 Engagement	3.02 Programme orientation
1.03 Project requirements & objectives	2.03 Self-control	3.03 Portfolio orientation
1.04 Risk & opportunity	2.04 Assertiveness	3.04 Project, programme & portfolio implementation (PPP implementation)
1.05 Quality	2.05 Relaxation	3.05 Permanent organisation
1.06 Project organisation	2.06 Openness	3.06 Business
1.07 Teamwork	2.07 Creativity	3.07 Systems, products & technology
1.08 Problem resolution	2.08 Results orientation	3.08 Personnel management
1.09 Project structures	2.09 Efficiency	3.09 Health, security, safety & environment
1.10 Scope & deliverables	2.10 Consultation	3.10 Finance
1.11 Time & project phases	2.11 Negotiation	3.11 Legal
1.12 Resources	2.12 Conflict & crisis	
1.13 Cost & finance	2.13 Reliability	
1.14 Procurement & contract	2.14 Values appreciation	
1.15 Changes	2.15 Ethics	
1.16 Control & reports		
1.17 Information & documentation		
1.18 Communication		
1.19 Start-up		
1.20 Close-out		

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Table 3.13 *Knowledge and experience scores required at each IPMA Level*

Components of competence	IPMA Level A (0 through 10)	IPMA Level B (0 through 10)	IPMA Level C (0 through 10)	IPMA Level D (0 through 10)
Knowledge	7	6	5	4
Experience	7	6	4	(optional)

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Table 3.12 *Weighting of competence ranges at IPMA Levels A, B, C and D*

Competence ranges	IPMA Level A %	IPMA Level B %	IPMA Level C %	IPMA Level D %
Technical	40	50	60	70
Behavioural	30	25	20	15
Contextual	30	25	20	15

Case study

Analyse 3 competences – one out of each group

Team 1: 1.01 – 2.08 – 3.06

Team 2: 1.03 – 2.08 – 3.06

Team 3: 1.04 – 2.08 – 3.09

Team 4: 1.07 – 2.08 – 3.06

Team 5: 1.10 – 2.08 – 3.06

What are the core issues of these competences?

What are the characteristics in the competence levels within these competences (A-B-C-D)?

How do you manage these competences in practice?

Case study

Orange	Green	Yellow	Gray	
1.03 Requirem.	1.05 Quality	1.07 Team	1.06 Organiz.	1.04 Risk
2.08 Results	2.07 Creativity	2.01 Leaders.	2.12 Conflict	2.08 Results
3.06 Business	3.05 Perm. Org.	3.08 Personnel	3.11 Legal	3.09 Health